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**THE IMPACT OF JOB STRESS FACTORS ON EMPLOYEES JOB
PERFORMANCE AT LEMBAGA ZAKAT NEGERI KEDAH**

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UUM
Universiti Utara Malaysia

MASTER OF HUMAN RESOURCE MANAGEMENT

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THE IMPACT OF JOB STRESS FACTORS ON EMPLOYEES JOB
PERFORMANCE AT LEMBAGA ZAKAT NEGERI KEDAH

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ABSTRACT

Job Stress can affect employees' job performance. This study was conducted to assess the impact of job stress factors on employees' job performance at Lembaga Zakat Negeri Kedah (LZNK). This study involved 113 employees at LZNK. Job stress factors and job performance were measured using standard questionnaires adapted from previous studies. The data was collected via self-administrative questionnaire and analysed by using *Statistical Package for the Social Science (SPSS)* version 22. The Role theory was used to explain the possible relationship between the variables to support research framework. The result of the findings showed that role ambiguity, role conflict, work overload and time pressure have a significant relationship on employees' job performance. Based on Correlation analysis result showed that role conflict, word overload and time pressure have a positive correlation while there was a negative correlation for role ambiguity on employee's job performance. Strong relationship occurred between time pressure and job performance while moderate relationship happened between two variables which are role conflict and work overload with job performance. This study showed that employee's job performance has relationship with role ambiguity, role conflict, work overload and time pressure. Time pressure is the most influence factors of job stress on employee's job performance. Therefore, for improvement of job performance in workers, different parameters of these four dimensions of job stress should be considered.

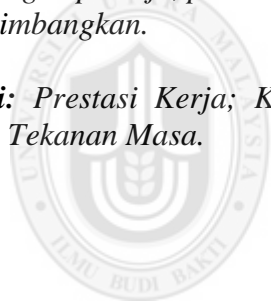
Keywords: Job performance; Role Ambiguity; Role Conflict; Work Overload; Time Pressure.



ABSTRAK

Tekanan kerja boleh memberi kesan kepada prestasi kerja pekerja. Kajian ini telah dijalankan untuk menilai pengaruh faktor-faktor tekanan kerja terhadap prestasi kerja di kalangan pekerja Lembaga Zakat Negeri Kedah (LZNK). Kajian ini melibatkan 113 orang pekerja. Tekanan kerja dan prestasi kerja diukur dengan menggunakan soal selidik yang disediakan oleh penyelidik yang diambil daripada kajian sebelum ini. Data yang diperolehi dengan menggunakan perisian Pakej Statistik untuk Sains Sosial (SPSS) versi 22. Teori Peranan digunakan untuk menerangkan kemungkinan hubungan antara pembolehubah untuk menyokong kerangka penyelidikan. Didalam kajian ini, keputusan kajian menunjukkan kekaburan peranan, kekeliruan peranan tugas, tugas berlebihan dan tekanan masa mempunyai hubungan signifikan terhadap prestasi kerja pekerja. Berdasarkan analisis korelasi menunjukkan bahawa kekeliruan peranan tugas, tugas berlebihan dan tekanan masa mempunyai korelasi positif manakala terdapat korelasi negative bagi kekaburan peranan terhadap prestasi kerja. Terdapat hubungan yang kuat diantara tekanan masa dan prestasi kerja manakala terdapat hubungan yang sederhana antara dua pembolehubah iaitu kekeliruan peranan tugas dan tugas berlebihan dengan prestasi kerja. Kajian ini menunjukkan bahawa prestasi kerja mempunyai hubungan dengan kekaburan peranan, kekeliruan peranan tugas, tugas berlebihan dan tekanan masa. Tekanan masa merupakan faktor yang paling mempengaruhi prestasi kerja pekerja. Oleh itu, bagi meningkatkan prestasi kerja di kalangan pekerja, parameter yang berbeza untuk ketiga-tiga dimensi tekanan kerja itu perlu dipertimbangkan.

Kata Kunci: *Prestasi Kerja; Kekaburan Peranan; Kekeliruan Peranan Tugas; Tugas Berlebihan; Tekanan Masa.*



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Last but not least, this is the fundamental tool necessary for academic work and may Allah blessing be upon the readers for this research. I hope this research will be of assistance of someone in the future.

Thank you,

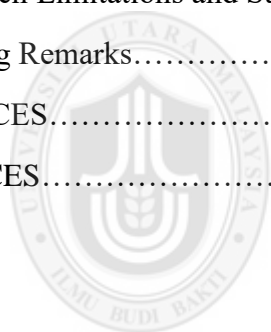
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LIST OF ABBREVIATIONS

Abbreviations		Meaning
LZNK	-	Lembaga Zakat Negeri Kedah
JP	-	Job Performance
RA	-	Role Ambiguity
RC	-	Role Conflict
WO	-	Work Overload
TP	-	Time Pressure
DV	-	Dependent Variable
IV	-	Independent Variables



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CHAPTER 1

INTRODUCTION

1.0 Chapter Introduction

This study was conducted to examine the impact of job stress factors on employee's job performance. The purpose of this study was to indicate why the problem and why it should be addressed. This chapter explains background of study, problem statement, research questions, research objectives, scope of research, significant of research and definition of key terms.

1.1 Background of study

Nowadays, in the era of rapid changing working environment, job performance is one of the crucial thing that measure the organization's outcome and reputation. Employees need to improve their knowledge and skills consistently to become knowledgeable worker and remain competitive. Employee would perform better in their tasks throughout their improvement of competency which make them moving forward to achieve organizations strategic and goals (Jalagat, 2017).

According to the statistics revealed from the Department of Statistics Malaysia portal, business performance in the fourth quarter of 2014 was inconsistent as shown by the confidence indicator of 4.60 per cent rather than 8.80 per cent from the third quarter in 2014. Confidence indicator is an indicator that shows the result in a short-term business situation in many sectors in Malaysia. The statistics of business performance by sector

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Appendix A

Questionnaire



SCHOOL OF BUSINESS MANAGEMENT
UNIVERSITI UTARA MALAYSIA
MASTER OF HUMAN RESOURCE MANAGEMENT

**THE IMPACT OF JOB STRESS TOWARDS JOB PERFORMANCE AMONG
EMPLOYEES IN LEMBAGA ZAKAT NEGERI KEDAH (LZNK).
KESAN TEKANAN KERJA TERHADAP PERSTASI KERJA DI KALANGAN PEKERJA
LEMBAGA ZAKAT NEGERI KEDAH (LZNK).**

Dear Valued Respondent,
Responden yang dihormati,

I am a student from School of Business Management, Universiti Utara Malaysia (UUM). I am writing to ask for your kind cooperation to participate in my study pertaining to job stress and job performance at Lembaga Zakat Negeri Kedah. The study is part of my partial fulfilment towards my Master's degree in Human Resource Management Programme which I currently enrol.

Saya pelajar dari Pusat Pengajian Pengurusan Perniagaan, Universiti Utara Malaysia (UUM). Saya menulis untuk meminta kerjasama anda untuk mengambil bahagian dalam kajian saya yang berkaitan dengan tekanan kerja dan prestasi kerja di Lembaga Zakat Negeri Kedah. Kajian ini adalah sebahagian daripada memenuhi ke arah Ijazah Sarjana saya dalam Program Pengurusan Sumber Manusia yang saya sedang mendaftar.

You have been chosen to participate in this survey as I believe your insights will significantly contribute to the completion of my study. I hope that you will provide the necessary information by completing this questionnaire. This questionnaire will be kept **STRICTLY CONFIDENTIAL** and will be used for **academic purpose only**. Results will be reported only in general with no specific individual identified in report. I take this opportunity to thank you in advance for your cooperation.

*Anda telah dipilih untuk mengambil bahagian dalam kajian ini kerana saya percaya pandangan anda akan menyumbang kepada tamat pengajian saya. Saya berharap bahawa anda akan memberikan maklumat yang diperlukan dengan melengkapkan soal selidik ini. Soal selidik ini akan **DIRAHSIAKAN** dan akan digunakan untuk **tujuan akademik sahaja**. Keputusan akan dilaporkan hanya secara umum dengan tiada individu tertentu yang dikenal pasti dalam laporan. Saya mengambil kesempatan ini untuk mengucapkan terima kasih kepada anda terlebih dahulu untuk kerjasama anda.*

Sincerely,
Yang Benar,
Nur Azra Irdina Binti Azhar
School of Business Management
Universiti Utara Malaysia (UUM)

SECTION A: DEMOGRAPHIC PROFILE

Please tick (/) only one suitable and relevant answer for the questions below.

Sila tandakan (/) bagi jawapan yang sesuai untuk soalan di bawah.

1. Gender/ Jantina:

☐ Male/ *Lelaki*

☐ Female/*perempuan*

2. Age/ Umur:

☐ 20 years old and below / *20 tahun dan ke bawah*

☐ 21- 30 years old/ *21- 30 tahun*

☐ 31- 40 years old / *31- 40 tahun*

☐ 41-50 years old / *41- 50 tahun*

☐ 51 years old and above / *51 tahun*

3. Years of Tenure/ Tempoh pekerjaan:

☐ < 5 years/ < *5 tahun*

☐ 6 - 10 years / *6 – 10 tahun*

☐ 11-15 years/ *11-15 tahun*

☐ 16-20 years/ *16-20 tahun*

☐ More than 20 years/ *Lebih daripada 20 tahun*

4. Total personal income/ Jumlah Pendapatan Peribadi:

☐ RM 1001-RM 2000/*RM 1001- RM 2000*

☐ RM 2001-RM 3000/*RM 2001-*

RM 3000

☐ RM 3001-RM4000/*RM 3001-RM 4000*

☐ RM 4001- RM 5000/*RM 4001-*

RM5000

☐ RM 5001-RM 6000/*RM 5001-RM 6000*

☐ RM 6001 and above/ *RM 6001*

5. Which department are you working in currently/Jabatan manakah anda bertugas sekarang?

☐ Human Resource Management Department /
Jabatan Pentadbiran & Sumber Manusia

☐ Finance Department /
Jabatan Kewangan

☐ Asnaf's Distribution Department/
Jabatan Agihan dan Pembangunan Asnaf

☐ IT Department/*Jabatan IT*

☐ Corporate Zakat Management Department/
Jabatan Pengurusan Zakat Korporat
Pengurusan

☐ Others/*Lain-lain*

6. Education level / Taraf pendidikan

☐ SPM/ *SPM*

☐ STPM/ *STPM*

☐ CERTIFICATE/ *SIJIL*

☐ DIPLOMA/ *DIPLOMA*

☐ BACHELOR'S DEGREE
/IJAZAH SARJANA MUDA

☐ MASTER'S DEGREE
/IJAZAH SARJANA



SECTION B: THE FACTORS THAT GIVE IMPACT OF JOB STRESS AT LEMBAGA ZAKAT NEGERI KEDAH.

BAHAGIAN B: FAKTOR YANG MEMBERI KESAN TEKATAN KERJA DI LEMBAGA ZAKAT NEGERI KEDAH.

1	2	3	4	5
Strongly Disagree <i>Sangat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Not sure <i>Tidak pasti</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat setuju</i>

ROLE AMBIGUITY: Role ambiguity occurs when people are unclear or uncertain about their expectations within a certain role, typically their role in the job or workplace.

KEKABURAN TUGAS: Kekaburan peranan berlaku apabila orang tidak jelas atau tidak pasti tentang jangkaan mereka dalam peranan tertentu, biasanya peranan mereka dalam pekerjaan atau tempat kerja.

1	I feel secure about how much authority I have. <i>Saya berasa selamat terhadap kuasa yang saya miliki.</i>					
2	Clear planned goals and objectives exist for my job. <i>Matlamat dan objektif yang jelas wujud dalam tugas saya.</i>					
3	I know that I have divided my time properly. <i>Saya tahu saya telah membahagikan masa sebaik mungkin.</i>					
4	I know what my responsibilities are. <i>Saya tahu apa tanggungjawab saya.</i>					
5	I know what are expected from me. <i>Saya tahu apa yang diharapkan daripada saya.</i>					
6	Explanation is clear of what need to be done. <i>Penerangan yang jelas mengenai tugas yang perlu dilakukan.</i>					

<p>ROLE CONFLICT: Conflicting job demands or when the individual is required to do things that they do not want to do and that are not part of their job.</p> <p>KEKELIRUAN PERANAN TUGAS: Kecelaruhan dalam menyempurnakan sesuatu pekerjaan apabila seseorang ini diperlukan atau tidak diperlukan dalam menyempurnakan kerja.</p>						
1	<p>I have to do things that should be done differently.</p> <p><i>Saya perlu melakukan kerja yang berbeza.</i></p>					
2	<p>I receive an assignment without any guidance to complete it.</p> <p><i>Saya menerima tugas tanpa tunjuk ajar untuk menyelesaikannya.</i></p>					
3	<p>I have to break the rule or policy in order to carry out an assignment.</p> <p><i>Saya perlu melanggar syarat dan peraturan untuk menyelesaikan tugas.</i></p>					
4	<p>I work with two or more groups who operate quite differently.</p> <p><i>Saya bekerja berdua atau berkumpul dengan cara kerja yang berbeza.</i></p>					
5	<p>I receive incompatible requests from more than two people.</p> <p><i>Saya menerima arahan yang berbeza daripada lebih daripada dua orang.</i></p>					
6	<p>When I do thing, only one person accept it and the others are not.</p> <p><i>Apabila saya melakukan tugas, hanya seorang saja yang boleh menerimanya dan orang lain tidak boleh menerimanya.</i></p>					

<p>WORK OVERLOAD: The expansion of employees rations due to understaffing and different task being added to the employee's workday.</p> <p>TUGASAN YANG BERLEBIHAN: <i>Pertambahan durasi dan bebanan kerja di kalangan pekerja dan kepelbagaian tugas yang ditambah dalam seharian kerja.</i></p>						
1	<p>I am responsible to accomplish too many tasks which affect my concentration and performance.</p> <p><i>Saya bertanggungjawab untuk melaksanakan tugas yang terlalu banyak yang akan mempengaruhi konsentrasi dan prestasi saya</i></p>					
2	<p>I would accept almost any type of assignment even if I feel tired in order to maintain any performance at higher level.</p> <p><i>Saya akan menerima hampir ke semua jenis tugas walaupun saya merasa letih untuk mengekalkan prestasi di peringkat yang lebih tinggi.</i></p>					
3	<p>Lack of cooperation of my colleague in finishing many tasks affect my performance.</p> <p><i>Kurang kerjasama dari rakan sekerja saya dalam menyelesaikan banyak tugas mempengaruhi prestasi saya.</i></p>					
4	<p>I am involved in various responsibilities and hold too many roles.</p> <p><i>Saya terlibat dalam pelbagai tanggungjawab dan memegang banyak peranan.</i></p>					

<p>TIME PRESSURE: Type of psychological stress that occurs when a person has less time available (real or perceived) than is necessary to complete a task or obtain a result.</p> <p>TEKANAN MASA: Jenis tekanan psikologi yang berlaku apabila seseorang mempunyai masa yang kurang (secara nyata atau tidak dinyatakan) yang diperlukan untuk menyelesaikan tugas atau memperoleh hasil.</p>						
1	I often feel pressed for time. <i>Saya sering merasa tekanan terhadap masa.</i>					
2	I always finish work late because of having too much to do. <i>Saya selalu menyelesaikan kerja lewat kerana terlalu banyak yang perlu dilakukan.</i>					
3	I always required to do fast pace of work. <i>Saya sentiasa diperlukan untuk melakukan kerja pantas.</i>					



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SECTION C: EMPLOYEE'S JOB PERFORMANCE AT LEMBAGA ZAKAT NEGERI KEDAH.

BAHAGIAN C: PENCAPAIAN KERJA PEKERJA DI LEMBAGA ZAKAT NEGERI KEDAH.

Fill in the entire box that correspond to your answers for each question, please tick (/) to indicate how much you agree or disagree with each of following statements.

Isikan keseluruhan kotak untuk menyatakan jawapan anda bagi setiap soalan, tolong tandakan (/) untuk nyatakan berapa tahap anda setuju atau tidak setuju dengan setiap pernyataan.

1	2	3	4	5
Strongly Disagree <i>Sangat tidak setuju</i>	Disagree <i>Tidak setuju</i>	Not sure <i>Tidak pasti</i>	Agree <i>Setuju</i>	Strongly Agree <i>Sangat setuju</i>

JOB PERFORMANCE: Expectation at Lembaga Zakat Negeri Kedah in term of quality and quantity from each employee.

PENCAPAIAN KERJA: *Harapan Lembaga Zakat Negeri Kedah dalam sudut kualiti dan kuantiti dari setiap pekerja.*

1	I make some errors unintentionally when i am under pressure. <i>Saya membuat beberapa kesalahan secara tidak sengaja apabila saya berada di bawah tekanan.</i>					
2	My performance reduced because of lack of equitable standards in distributing of the tasks and responsibilities. <i>Prestasi saya menurun kerana ketidakadilan piawaian dalam mengagihkan tugas dan tanggungjawab.</i>					
3	My performance has been affected by unclear organization's planning and control efforts. <i>Prestasi saya telah terjejas oleh usaha perancangan dan kawalan organisasi yang tidak jelas.</i>					
4	I can always talk with someone at work if i have a work related problem. <i>Saya selalu berinteraksi dengan seseorang di tempat kerja jika saya mempunyai masalah berkaitan pekerjaan.</i>					

END OF QUESTIONNAIRE. THANK YOU

Appendix B

Respondents Profile

a. Gender

		gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	53	46.9	46.9	46.9
	female	60	53.1	53.1	100.0
	Total	113	100.0	100.0	

b. Age

		age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years and below	4	3.5	3.5	3.5
	21-3- years old	87	77.0	77.0	80.5
	31-40 years old	16	14.2	14.2	94.7
	41-50 years old	5	4.4	4.4	99.1
	51 years old and above	1	.9	.9	100.0
	Total	113	100.0	100.0	

c. Years of Tenure

		years of tenure			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 years	85	75.2	75.2	75.2
	6-10 years	15	13.3	13.3	88.5
	11-15 years	8	7.1	7.1	95.6
	16-20 years	2	1.8	1.8	97.3
	More than 20 years	3	2.7	2.7	100.0
	Total	113	100.0	100.0	

d. Total Personal Income

		total personal income			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM1001-RM2000	59	52.2	52.2	52.2
	RM2001-RM3000	37	32.7	32.7	85.0
	RM3001-RM4000	8	7.1	7.1	92.0
	RM4001-RM5000	4	3.5	3.5	95.6
	RM5001-RM6000	3	2.7	2.7	98.2
	RM6001 and above	2	1.8	1.8	100.0
	Total	113	100.0	100.0	

e. Department Working Currently

		department working currently			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	human resource management department	13	11.5	11.5	11.5
	finance department	26	23.0	23.0	34.5
	Asnaf's distribution department	22	19.5	19.5	54.0
	IT department	12	10.6	10.6	64.6
	corporate zakat management department	17	15.0	15.0	79.6
	Others	23	20.4	20.4	100.0
	Total	113	100.0	100.0	

f. Education Level

		education level			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	5	4.4	4.4	4.4
	STPM	4	3.5	3.5	8.0
	CERTIFICATE	2	1.8	1.8	9.7
	DIPLOMA	43	38.1	38.1	47.8
	BACHELOR'S DEGREE	58	51.3	51.3	99.1
	MASTER'S DEGREE	1	.9	.9	100.0
	Total	113	100.0	100.0	



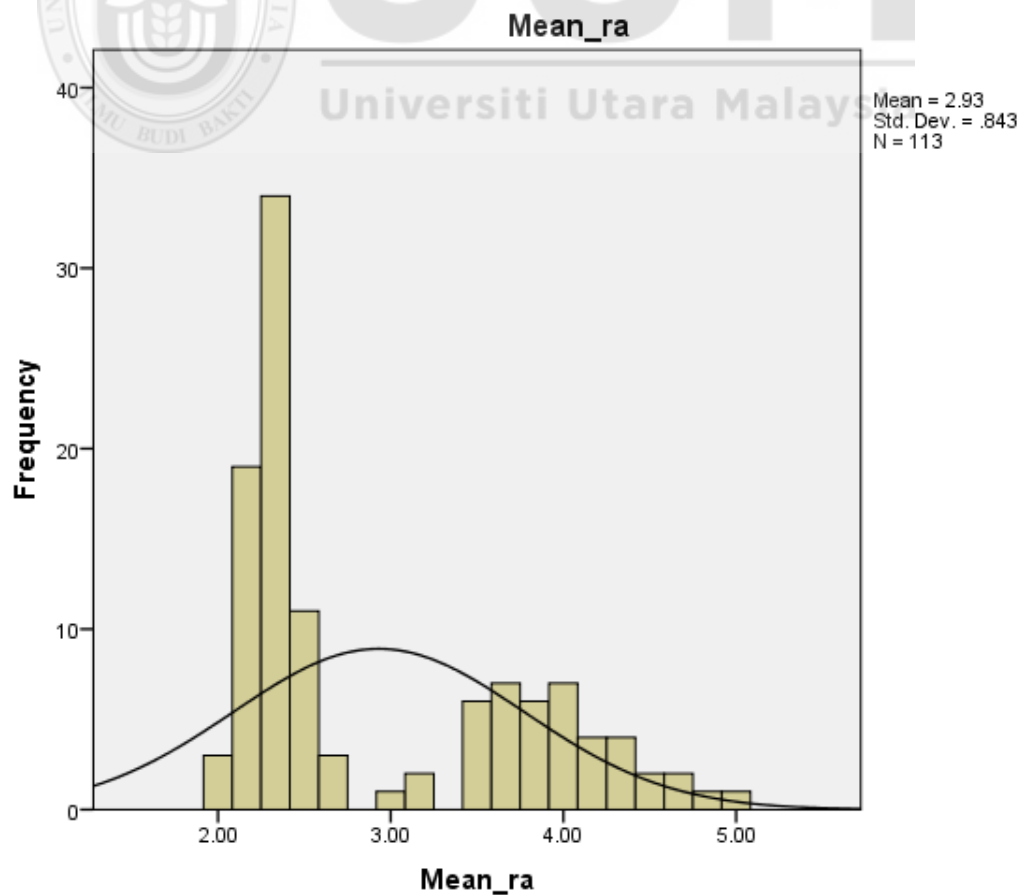
Appendix C

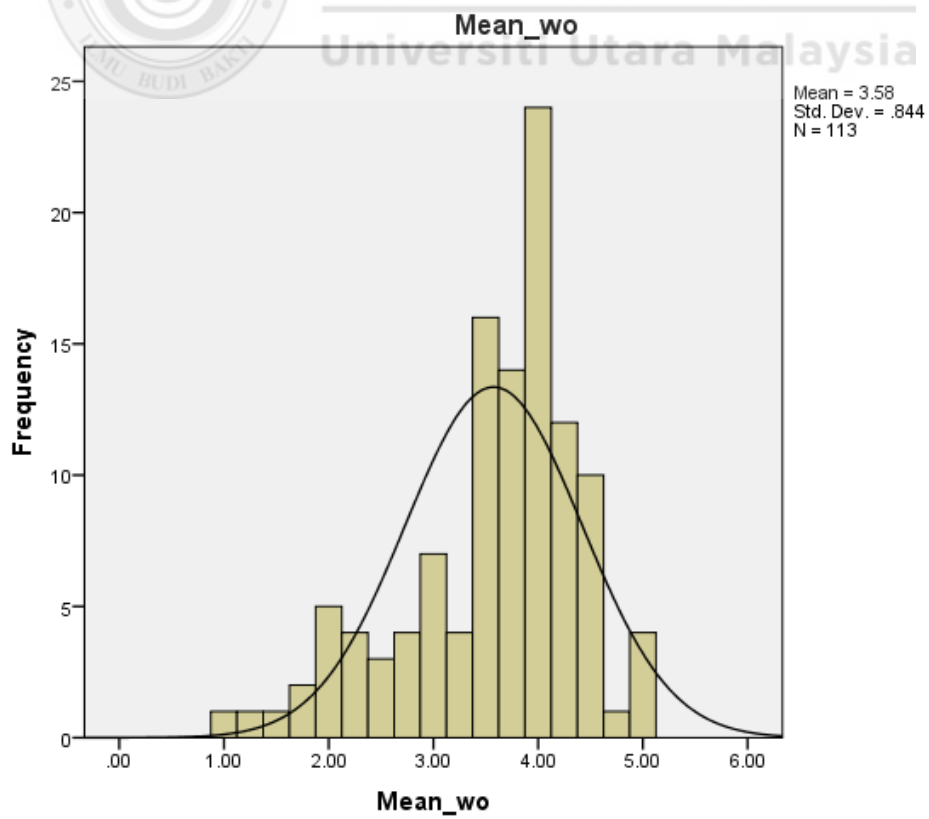
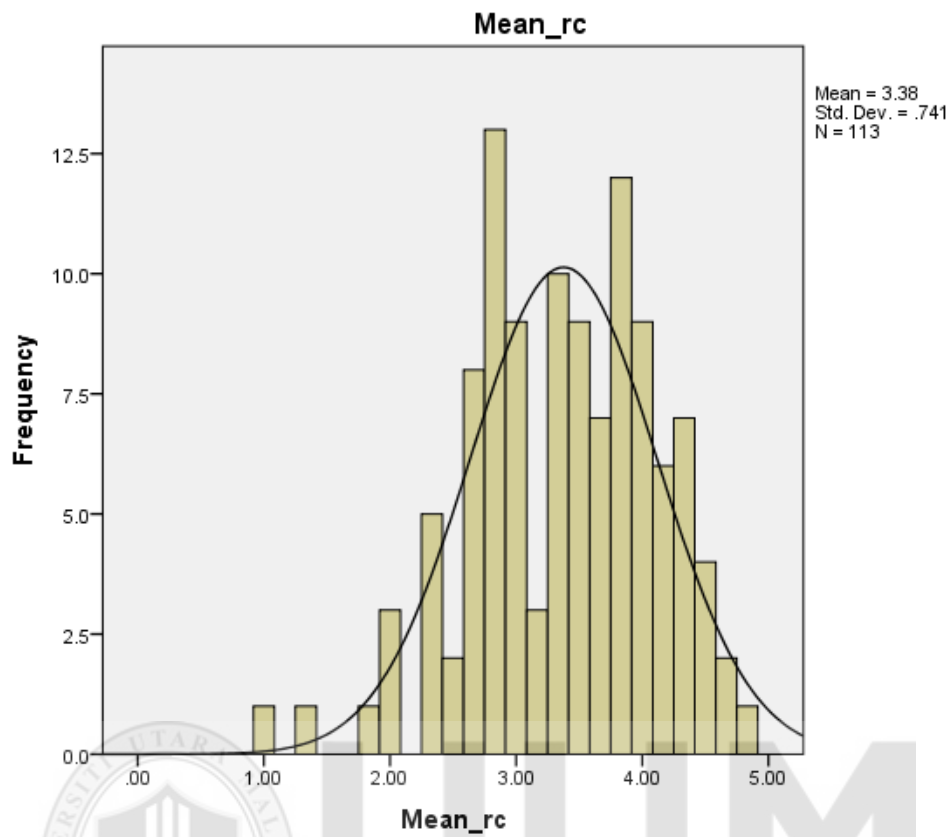
Test of Normality

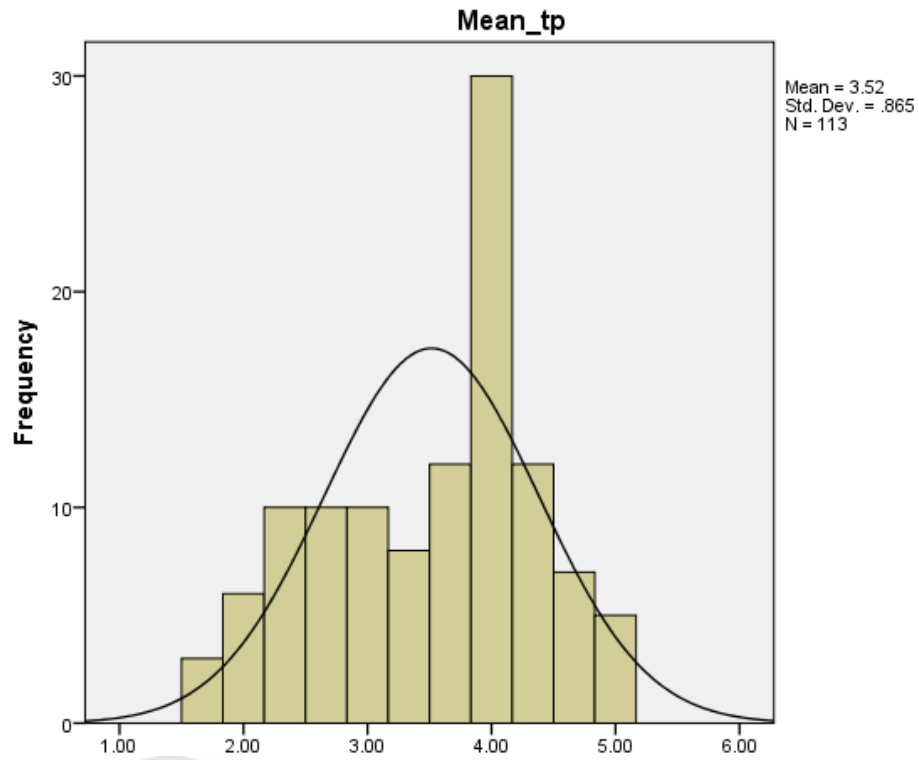
a. Test of Normality

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Role Ambiguity	.288	113	.000	.817	113	.000
Role Conflict	.094	113	.015	.975	113	.030
Work Overload	.181	113	.000	.924	113	.000
Time Pressure	.190	113	.000	.942	113	.000
Job Performance	.125	113	.000	.970	113	.012

a. Lilliefors Significance Correction



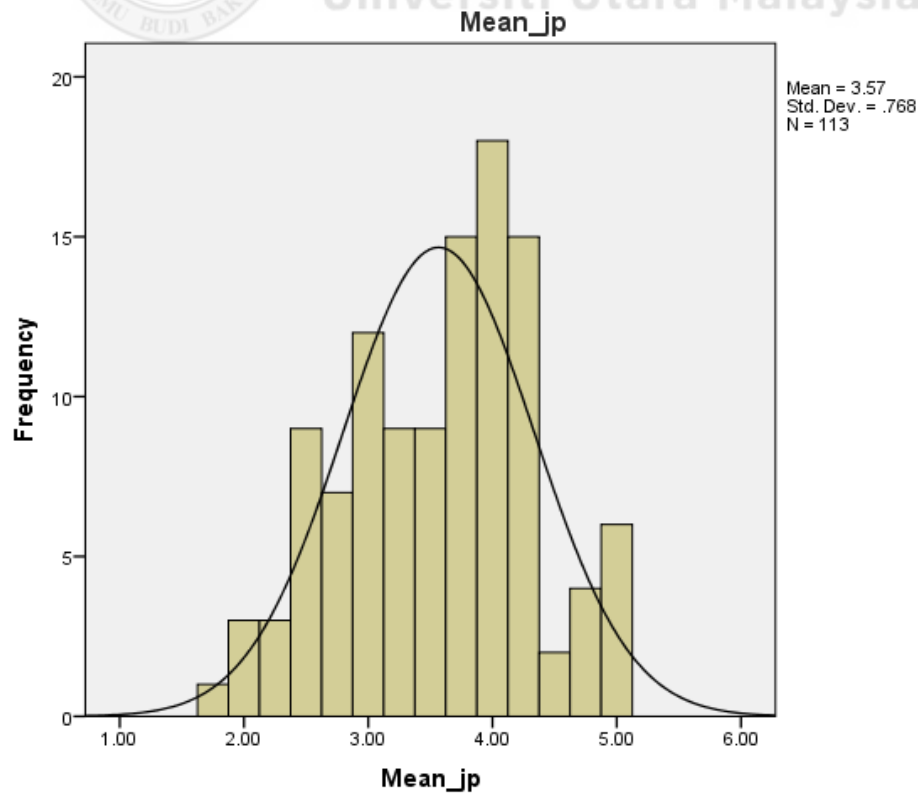




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Appendix D

Result of Descriptive Statistics

a. Descriptive Statistics

	N	Mean	Std. Deviation
Role Ambiguity	113	2.9307	.84331
Role conflict	113	3.3761	.74128
Work Overload	113	3.5752	.84376
Time Pressure	113	3.5162	.86487
Job Performance	113	3.5664	.76839
Valid N (listwise)	113		

b. Descriptive Statistic of Job Performance

	N	Mean	Std. Deviation
I make some errors unintentionally when I am under pressure.	113	3.6637	.89253
My performance reduced because of lack of equitable standards in distributing of the tasks and responsibilities.	113	3.2743	1.13584
My performance has been affected by unclear organizations planning and control efforts.	113	3.3628	1.11052
I can always talk with someone at work if I have a work-related problem.	113	3.9646	.66721
Valid N (listwise)	113		

c. Descriptive Statistic of Role Ambiguity

	N	Mean	Std. Deviation
I feel secure about how much authority I have.	113	2.5398	.80218
Clear planned goals and objectives exist for my job.	113	2.9469	1.03372
I know that I have divided my time properly.	113	3.1062	.93887
I know what my responsibilities are.	113	3.0973	1.10166
I know what are expected from me.	113	2.9292	1.06668
Explanation is clear of what need to be done.	113	2.9646	1.06845
Valid N (listwise)	113		

d. Descriptive Statistics of Role Conflict

	N	Mean	Std. Deviation
I have to do things that should be done differently.	113	4.0973	.71918
I receive an assignment without any guidance to complete it.	113	3.4336	1.06801
I have to break the rule or policy in order to carry out an assignment.	113	2.8761	1.31021
I work with two or more groups who operate quite differently.	113	3.6549	.89413
I receive incompatible requests from more than two people.	113	3.4336	1.06801
When I do thing, only one person accept it and the others are not.	113	2.7611	1.18227
Valid N (listwise)	113		

e. Descriptive Statistic of Work Overload

	N	Mean	Std. Deviation
I am responsible to accomplish too many tasks which affect my concentration and performance.	113	3.5221	1.00975
I would accept almost any type of assignment even if I feel tired in order to maintain any performance at higher level.	113	3.7257	.92821
Lack of cooperation of my colleague in finishing many tasks affect my performance.	113	3.4425	1.18727
I am involved in various responsibilities and hold too many roles.	113	3.6106	.96763
Valid N (listwise)	113		

f. Descriptive Statistic of Time Pressure

	N	Mean	Std. Deviation
I often feel pressed for time.	113	3.3097	1.14236
I always finish work late because of having too much to do.	113	3.3540	1.15666
I always required to do fast pace of work.	113	3.8850	.72890
Valid N (listwise)	113		

Appendix E

Result of Reliability Test

a. Reliability Test for Job Performance

Case Processing Summary

		N	%
Cases	Valid	113	100.0
	Excluded ^a	0	.0
	Total	113	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.802	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I make some errors unintentionally when i am under pressure.	10.6018	5.724	.685	.722
My performance reduced because of lack of equitable standards in distributing of the tasks and responsibilities.	10.9912	4.402	.788	.657
My performance has been affected by unclear organizations planning and control efforts	10.9027	4.642	.746	.682
I can always talk with someone at work if i have a work-related problem.	10.3009	7.891	.296	.869

b. Reliability Test for Role Ambiguity

Case Processing Summary

		N	%
Cases	Valid	113	100.0
	Excluded ^a	0	.0
	Total	113	100.0

a. Listwise deletion based on all variables in

the
procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.915	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I feel secure about how much authority I have.	15.0442	21.507	.464	.934
Clear planned goals and objectives exist for my job.	14.6372	17.251	.848	.886
I know that I have divided my time properly.	14.4779	18.841	.721	.905
I know what my responsibilities are.	14.4867	16.591	.869	.883
I know what are expected from me.	14.6549	16.924	.859	.884
Explanation is clear of what need to be done.	14.6195	17.381	.795	.894

c. Reliability Test for Role Conflict

Case Processing Summary

		N	%
Cases	Valid	113	100.0
	Excluded ^a	0	.0
	Total	113	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.793	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I have to do things that should be done differently.	16.1593	16.939	.393	.793
I receive an assignment without any guidance to complete it.	16.8230	13.379	.673	.729
I have to break the rule or policy in order to carry out an assignment.	17.3805	12.863	.554	.765
I work with two or more groups who operate quite differently.	16.6018	15.152	.550	.762
I receive incompatible requests from more than two people.	16.8230	13.379	.673	.729
When i do thing, only one person accept it and the others are not.	17.4956	14.127	.479	.780

d. Reliability Test for Work Overload

Case Processing Summary

		N	%
Cases	Valid	113	100.0
	Excluded ^a	0	.0
	Total	113	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.839	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I am responsible to accomplish too many tasks which affect my concentration and performance.	10.7788	6.960	.640	.809
I would accept almost any type of assignment even if I feel tired in order to maintain any performance at higher level.	10.5752	7.139	.683	.793
Lack of cooperation of my colleague in finishing many tasks affect my performance.	10.8584	5.944	.697	.789
I am involved in various responsibilities and hold too many roles.	10.6903	6.966	.683	.791

e. Reliability Test for Time Pressure

Case Processing Summary

		N	%
Cases	Valid	113	100.0
	Excluded ^a	0	.0
	Total	113	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.793	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I often feel pressed for time.	7.2389	2.683	.733	.607
I always finish work late because of having too much to do.	7.1947	2.587	.755	.580
I always required to do fast pace of work.	6.6637	4.636	.499	.860

Appendix F

Result of Pearson Correlation

		Correlations				
		Role Ambiguity	Role Conflict	Work Overload	Time Pressure	Job Performance
Role Ambiguity	Pearson Correlation	1	-.455**	-.365**	-.493**	-.382**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	113	113	113	113	113
Role Conflict	Pearson Correlation	-.455**	1	.663**	.719**	.662**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	113	113	113	113	113
Work Overload	Pearson Correlation	-.365**	.663**	1	.679**	.683**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	113	113	113	113	113
Time Pressure	Pearson Correlation	-.493**	.719**	.679**	1	.710**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	113	113	113	113	113
Job Performance	Pearson Correlation	-.382**	.662**	.683**	.710**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	113	113	113	113	113

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix G

Result of Multiple Regression

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Time Pressure, Role Ambiguity, Work Overload, Role Conflict		Enter

a. Dependent Variable: Job Performance

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.772 ^a	.597	.582	.49699

a. Predictors: (Constant), Time Pressure, Role Ambiguity, Work Overload, Role conflict

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.452	4	9.863	39.931	.000 ^b
	Residual	26.676	108	.247		
	Total	66.127	112			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Time Pressure, Role Ambiguity, Work Overload, Role Conflict

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.761	.394		1.930	.056
	Role Ambiguity	-.003	.065	-.003	-.047	.963
	Role Conflict	.210	.098	.203	2.140	.035
	Work Overload	.278	.081	.305	3.440	.001
	Time Pressure	.316	.088	.356	3.606	.000

a. Dependent Variable: Job Performance



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